

100-2-14-02

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OFFICE OF TRAINING REGULATIONS NO. 1-1

8 April 1960

SUBJECT : MISSION AND FUNCTIONS OF THE OFFICE OF TRAINING 25X1A

REFERENCE : CIA [REDACTED] Organization and Functions,
Office of the Deputy Director (Support)
25X1A

RESCISSION : OTR [REDACTED], dated 20 June 1956, as amended
OTR [REDACTED] dated 9 May 1958

1. DIRECTOR OF TRAINING

a. MISSION

25X1A The Director of Training is responsible for developing, coordinating, establishing, and directing instructional programs within the Office of Training, to include programs for staff employees, staff and contact agents, [REDACTED]

His responsibility for training other personnel will be only for such cases or programs as are referred to him by the Deputy Directors. He is also responsible for the coordination, technical supervision, review, and support of all domestic and foreign training activities of the Agency and for the approval and arrangement of training at authorized non-CIA facilities.

b. FUNCTIONS

The Director of Training shall:

- (1) Ascertain Agency training requirements and develop, review and coordinate plans, policies, standards, and programs designed to meet such requirements.
- (2) Develop and direct, within Office of Training installations, programs related to:
 - (a) Principles, objectives, skills, and techniques required to produce national intelligence and to carry out the specialized operational functions of the Agency.
 - (b) Orientation and indoctrination in the mission, organization, and functions of the Central Intelligence Agency.
 - (c) Knowledge and understanding of the environment, peoples, and languages of foreign areas.
 - (d) Executive, management, and supervisory skills required to administer the Agency.

This document is part of an integrated file. If separated from the file it must be given a systematic review.

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- (e) Clerical and administrative skills required to support Agency activities.
- (f) Methods and techniques of instruction.
- (g) Principles, skills, or techniques in other specialized subjects which from time to time may be required to increase the capabilities of intelligence personnel.

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- (3) [REDACTED] and establish and operate any [REDACTED] that may be placed under his jurisdiction.

- (4) Establish the criteria for, and assist in determining the physical facilities, personnel strength, logistic support, and budgetary allowances required to conduct the training programs under his control.
- (5) Produce training publications which convey and interpret the intelligence, operational, administrative, and support doctrine of the Agency, and formulate dissemination policy for such training publications.

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- (6) Train staff and contract agents and [REDACTED] intelligence services as requested by the Deputy Directors. Train other special categories of personnel only as referred to him by the Deputy Director concerned.
- (7) Provide for Agency participation in training programs conducted by other government and private organizations in the United States and abroad in accordance with statutory authority and Agency policies.

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- (8) [REDACTED]

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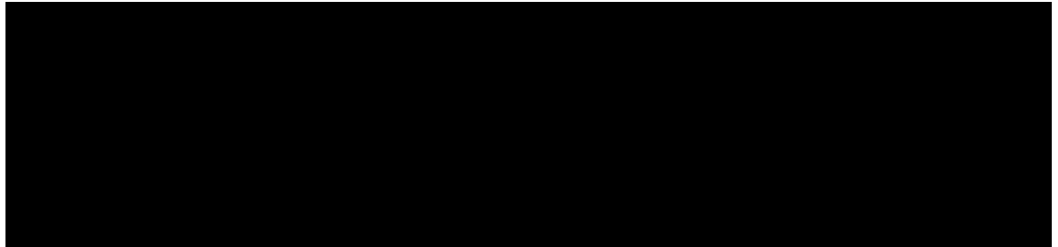
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- (10) Develop and direct a program for selecting, training, and planning the professional careers of Junior Officer Trainees in cooperation with appropriate components of the Agency.
- (11) Establish standards of performance in Agency training programs and, after consultation with the Operating Officials concerned, terminate the training of personnel where there is evidence of failure to meet prescribed standards.
- (12) Coordinate the CIA briefing of senior United States and foreign officials and coordinate external requests for Agency personnel as guest speakers.
- (13) Maintain, in coordination with appropriate components of the Agency, relationships with officials in government and private institutions in the United States and overseas for the purpose of effective use of external training programs and of strengthening and improving internal training programs.

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2. PLANS AND POLICY STAFF

a. MISSION

The Chief, Plans and Policy Staff, is responsible to the Director of Training for matters pertaining to policy and planning, and, when so directed, for review of Office of Training programs and activities.

b. FUNCTIONS

The Chief, Plans and Policy Staff, shall:

- (1) Develop, coordinate, and review Office of Training plans and programs designed to meet the training needs of the Agency.
- (2) Provide systematic staff guidance for the accomplishment of stated objectives of the Office of Training.
- (3) As appropriate, review and analyze the programs, plans, proposals, and projects initiated by components of the Office of Training, the Agency, and the Government; evaluate their significance to the Agency's training effort; and recommend action to be taken by the Director of Training in each case.
- (4) Review internal policies, procedures, and functions of the Office of Training to assure compliance with policies, regulations, and directives of the Office and the Agency.
- (5) Provide consultation and assistance to the Office of Training and to other Agency components, concerning methods of instruction and other educational matters; and as required, provide training in instructional techniques.
- (6) Conduct over-all Office of Training war, contingency, and emergency planning, coordinate and afford supervision and guidance in the preparation of emergency plans of Office of Training components and the implementation of those plans.
- (7) Perform other functions, including liaison, as may be directed.

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3. ASSESSMENT AND EVALUATION STAFF

a. MISSION

The Chief, Assessment and Evaluation Staff, is responsible to the Director of Training for providing psychological services to the Office of Training and, with the concurrence of the Director of Training, to other Agency components within the United States and overseas.

b. FUNCTIONS

The Chief, Assessment and Evaluation Staff, shall:

- (1) Develop, apply, and interpret psychological assessment techniques and methods to determine abilities, limitations, and potentialities of candidates for the Junior Officer Training Program, of indigenous personnel, and of other appropriate groups and individuals.
- (2) Provide individual psychological assessment of persons referred to the Staff to assist in determining their suitability for proposed assignments and to analyze psychological factors important to the positions for which assessment is conducted.
- (3) Develop, adapt, coordinate, and apply group testing procedures appropriate for Agency needs, particularly those expressed by the Office of Personnel, and interpret the results of these procedures.
- (4) Provide support, as requested, to Schools in the Office of Training in the preparation of course content which involves psychological facts and principles, and in the development of techniques and procedures for evaluation of students.
- (5) Develop instructional materials on the use of psychological knowledge and techniques related to activities of the Clandestine Services.

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- (6) Conduct or arrange for research to improve forms, techniques, procedures, and results of all Staff programs and to explore new areas in which psychological services might be provided to the Office of Training and other components of the Agency.

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4. REGISTRAR STAFF

a. MISSION

The Chief, Registrar Staff, is responsible to the Director of Training for providing information on training available to Agency personnel; for registration, and records services to support training conducted by the Office of Training; for reviewing, approving, and monitoring internal training conducted at headquarters by other components; and for approving and arranging training of Agency personnel at non-CIA facilities in the United States and overseas.

b. FUNCTIONS

The Chief, Registrar Staff, shall:

- (1) Advise Agency personnel on internal and external training programs, requirements for admission, alternative training, and suitability of courses for stated objectives.
- (2) In coordination with appropriate components of the Agency, establish and maintain liaison with officials in Government and in private organizations to study, evaluate, and make effective use of their facilities for training.
- (3) Approve or recommend for approval requests for external training; when necessary, arrange for advisory services of Qualifications Review Panels; and provide essential administrative support, to include travel assistance, briefings and liaison, for registration of students in external programs. Act as approving officer for all travel performed by OTR headquarters employees and JOT invitees.
- (4) Advise and assist in the establishment of formal and on-the-job training programs conducted at headquarters by other Agency components and review this training on a continuing basis.

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- (5) Determine the eligibility of applicants recommended for foreign language proficiency awards and authorize monetary grants under the Agency's Language Development Program.
- (6) Publish the OTR Bulletin, Catalog, Schedule of Courses, and other informational material; serve as the central point of coordination for production of other publications of the Office of Training; maintain the history of the Office of Training; and initiate, or review, and coordinate regulations of the Office of Training and contributions of the Office to regulatory issuances of the Agency.
- (7) Ascertain and review annually, external training requirements of all components of the Agency; and incorporate these requirements in Office of Training planning.
- (8) Register students in OTR courses; assign classrooms; disseminate reports on individual performance in courses; compile statistical data on internal and external training programs; and maintain the Agency Training Record on a current basis.
- (9) Serve as Training Officer for the Office of Training and brief new OTR employees regarding the activities of the Office. Plan, coordinate, and conduct orientation programs for Training Liaison Officers on activities of the Office of Training; represent the Director of Training at meetings of Training Officers in the Agency and at meetings with training officials in Government and private organizations.

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5. SUPPORT STAFF

a. MISSION

The Chief, Support Staff, is responsible to the Director of Training for providing general administrative and support services for headquarters and [REDACTED] field activities of the Office of Training.

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b. FUNCTIONS

The Chief, Support Staff, shall:

- (1) Serve as Executive Officer to the Director of Training.
- (2) Provide, in coordination with Agency components having primary responsibility, administrative service to the Office on matters of personnel, budget and fiscal, supply, transportation, and reproduction.
- (3) Register and disseminate publications of the Office of Training.
- (4) Supervise [REDACTED] field administrative activities of the Office in accordance with regulations and policies of the Government, Agency, and Office of Training.
- (5) Provide photographic services and audio and visual aids to headquarters components of the Office of Training, and plan and produce training films as required of the Office.
- (6) Coordinate and publish Office of Training Notices.
- (7) Provide for compliance by the Office of Training with Security, Records Management, and Emergency Evacuation Programs of the Agency.

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6. JUNIOR OFFICER TRAINING PROGRAM

a. MISSION

The Chief, Junior Officer Training Program, is responsible to the Director of Training for identifying, selecting, and arranging the training of qualified new employees and on-duty personnel for careers as professional officers, and is further responsible for placing them in appropriate permanent assignments on completion of integrated and tailored training programs.

b. FUNCTIONS

The Chief, Junior Officer Training Program, shall:

- (1) Develop, direct and administer the Program.
- (2) Establish and maintain qualifications standards for Junior Officer Trainees.
- (3) Select JOTs for participation in the Program.
- (4) Determine the nature of training required to prepare each JOT for permanent assignment in the Agency.
- (5) Arrange for formal training programs and for on-the-desk training assignments of the JOTs.
- (6) In collaboration with the Military Personnel Division, Office of Personnel, develop and direct the JOT-OCS and the JOT-ROTC programs.
- (7) Maintain evaluations of performance and potential of JOTs during their training.
- (8) Maintain contact with JOTs and with their supervisors during all phases of JO training.
- (9) Maintain contact with officials in the Agency to determine positions which can appropriately be filled by JOTs, to identify candidates for the Program from among on-duty personnel, and to place JOTs in temporary duty training assignments and, on completion of training, in appropriate permanent assignments.

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7. INTELLIGENCE SCHOOL

a. MISSION

The Chief, Intelligence School, is responsible to the Director of Training for developing, coordinating, conducting, and supporting courses in principles, methods, organization, and activities of national intelligence, and other programs to meet common training requirements of the Agency, except requirements for language, area, international communism, and operations training for the Clandestine Services.

b. FUNCTIONS

The Chief, Intelligence School, shall:

(1) Develop, coordinate, conduct, and support:

- (a) Orientation and briefing programs relating to intelligence, intelligence organization, the intelligence process, and clandestine activities for Agency personnel and their dependents, for intelligence community personnel, for senior United States and foreign officials, as requested and for other groups as directed by appropriate authority.
- (b) Courses to improve collection, production, and dissemination of intelligence.
- (c) General and specialized administrative courses in principles, techniques, and procedures required to support headquarters components and field stations.
- (d) Courses for executives and supervisors in the application of management principles and techniques.
- (e) Induction orientation and refresher programs for clerks, typists, and stenographers.
- (f) General and special courses in oral and written expression.

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- (2) Coordinate the preparation of, edit, and publish Studies in Intelligence.
- (3) Provide for systematic evaluation of student achievement as a basis for determining progress in learning, reporting student performance to supervisors, and for ascertaining effectiveness of instruction.
- (4) Perform liaison activities, as directed.

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8. LANGUAGE AND AREA SCHOOL

a. MISSION

The Chief, Language and Area School, is responsible to the Director of Training for developing, coordinating, conducting, and supporting training programs in foreign languages, foreign area information, and in personal effectiveness in overseas assignments for Agency and selected non-Agency personnel; recommending selection and placement of candidates for external area and language training; and determining foreign language competency of Agency personnel.

b. FUNCTIONS

The Chief, Language and Area School, shall:

- (1) Develop, coordinate, and conduct:
 - (a) Internal on-duty and off-duty courses in foreign languages.
 - (b) Courses in the use and evaluation of area information, except courses conducted in English on the USSR.
 - (c) Courses in overseas effectiveness.
- (2) Review qualifications of, and recommend action on candidates for area and language training at external facilities.
- (3) Furnish tutors or advise on use of non-CIA facilities to meet requirements for foreign language training.
- (4) Maintain the necessary testing capability to determine foreign language proficiency of Agency personnel.
- (5) Provide for systematic evaluation of student achievement as a basis for determining progress in learning, reporting student performance to supervisors, and for ascertaining effectiveness of instruction.
- (6) Perform liaison activities, as directed.

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9. SCHOOL OF INTERNATIONAL COMMUNISM

a. MISSION


The Chief, School of International Communism, is responsible to the Director of Training for developing, coordinating, conducting, and supporting courses at headquarters and overseas for Agency personnel and selected non-Agency personnel on all aspects of international communism, the special techniques of anti-Communist operations, and on area knowledge of the USSR.

b. FUNCTIONS

The Chief, School of International Communism, shall:

- (1) Develop, coordinate, conduct, and support courses at headquarters on:
 - (a) History, doctrines, organization, objectives, activities, and capabilities of international communism.
 - (b) Special techniques of anti-Communist operations.
 - (c) Area knowledge of the USSR.

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- (2) When requested, instruct and provide instructional materials on subjects detailed in paragraph (1) for programs conducted by the Agency or by other Government Agencies in the United States or abroad for selected non-Agency personnel and foreign nationals.
 - (3) Provide for systematic evaluation of student achievement as a basis for determining progress in learning, reporting student performance to supervisors, and for ascertaining effectiveness of instruction.
 - (4) Perform liaison activities, as directed.

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10. OPERATIONS SCHOOL

a. MISSION

The Chief, Operations School, is responsible to the Director of Training for developing, coordinating, and conducting all clandestine operations training at headquarters [REDACTED] except those courses concerned with the special techniques of anti-Communist operations, and for reviewing and giving technical support to all such training conducted overseas by other Agency components.

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b. FUNCTIONS

The Chief, Operations School, shall:

(1) Develop, coordinate, and conduct:

- (a) Courses at headquarters in advanced and specialized clandestine operations, except those concerned with the special techniques of anti-Communist operations.
- (b) Courses at [REDACTED]
- (c) Covert tutorial courses, within the United States, for American contract employees and foreign nationals.

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- (2) Develop training materials and training doctrine for clandestine operations courses.

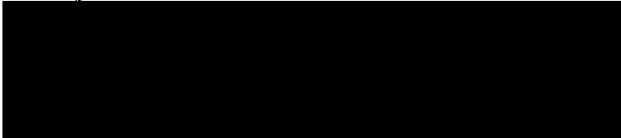
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- (3) As directed, review the substantive content and methods of instruction used in clandestine operations training conducted overseas and provide support for such training.
- (4) Provide for systematic evaluation of student achievement as a basis for determining progress in learning, reporting student performance to supervisors, and for ascertaining effectiveness of instruction.
- (5) Perform liaison activities, as directed.

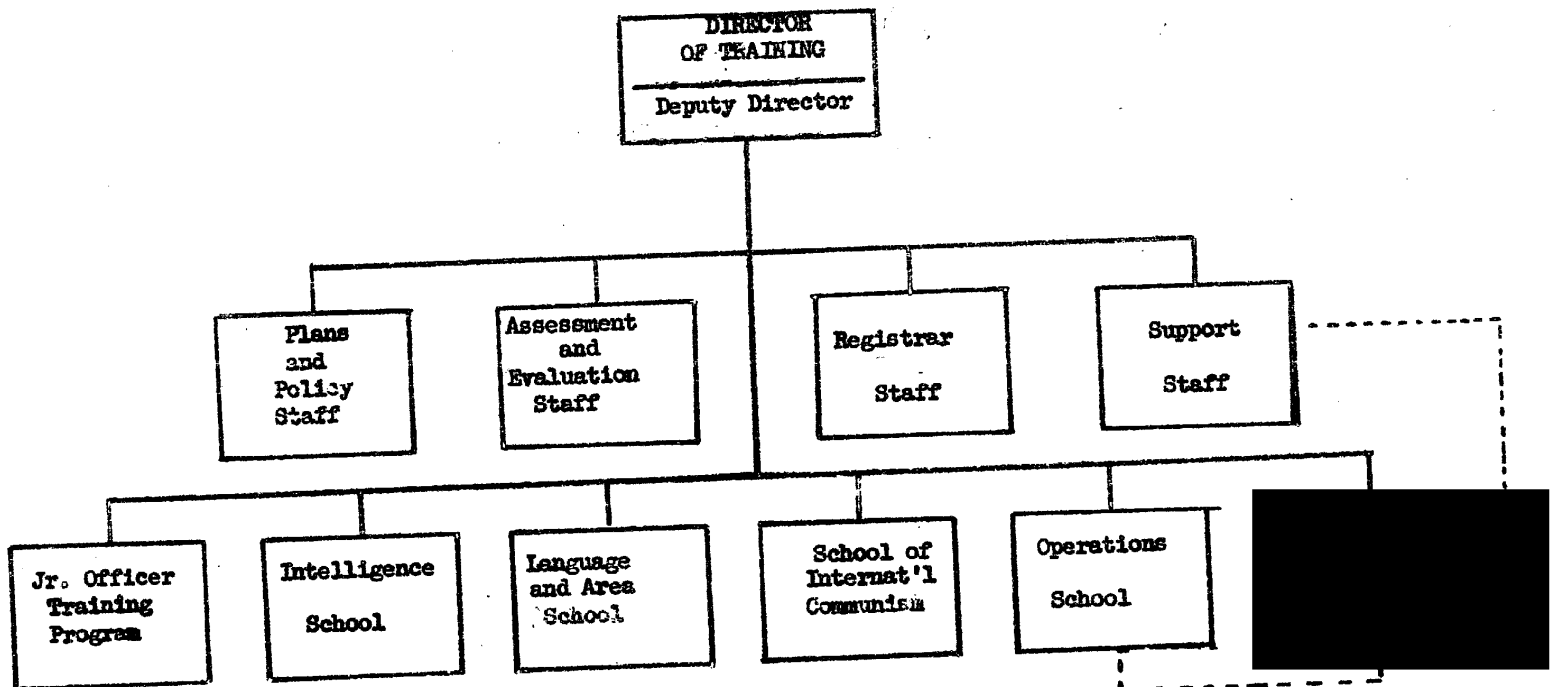

MATTHEW BAIRD
Director of Training

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ORGANIZATION
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